

INSTANT PAYMENTS

Namibian banks ready for instant payments rollout

p. 04



NEW BOARD

Telecom Namibia appoints new board

p. 10



FOREIGN RESERVES

Namibia's foreign reserves rise to N\$58.8 billion

p. 12



THE

BRIEF

News Worth Knowing



NamWater targets full prepaid water rollout by 2027

WEDNESDAY 03 JUNE 2026



MAIN STORY

NamWater targets full prepaid water rollout by 2027

NamWater plans to have all local authorities and village councils connected to prepaid bulk water meters by 2027 as the utility moves to tackle mounting debt and strengthen revenue collection.

The state-owned water utility has already begun rolling out the system in Rehoboth, Aranos and other parts of southern Namibia, with further installations planned across the country.

Under the new model, municipalities and village councils will be required to pay for water before receiving supply from NamWater, effectively shifting the utility to a prepaid bulk water system.

NamWater Acting Chief of Strategy and Corporate Affairs Irwin Haihambo said the initiative is aimed at improving payment discipline and preventing the accumulation of unpaid accounts.

“Right now, we want to roll out at bulk level. Meaning municipalities or village councils will have to get water from us at prepaid level,” Haihambo told The Brief.

The rollout comes as NamWater faces growing pressure from unpaid customer accounts, with outstanding debt reaching N\$2.8 billion.

Haihambo said the prepaid system is already operational in some areas and



Crucial Dates

- **Bank of Namibia Monetary Policy announcement dates:**
 - * 17 June 2026
 - * 12 August 2026
 - * 29 October 2026
 - * 10 December 2026
- **Namibia Oil and Gas Conference 18–21 August 2026 in Windhoek**

forms part of a broader strategy to improve the utility's financial sustainability.

“It’s live and we are rolling out in Rehoboth, Aranos, the south of the country and other areas in the pipeline,” he said.

The corporation is also exploring the expansion of prepaid metering to end-users through collaboration with local authorities and government institutions.

According to Haihambo, the move will reduce the risk of debt accumulation by ensuring customers only consume water that has already been paid for.

“What are the benefits of this? It means that we don’t have these big debts that we have now. Then you pay as you go and you pay for what you get,” he said.

NamWater expects the transition to be largely complete within the next two years.

“Probably by 2027, all councils and all village councils must be on prepaid meters, at bulk level and also at customer level,” Haihambo said.

The prepaid rollout coincides with a broader debt recovery campaign by the utility.

Last month, NamWater warned that customers with accounts more than 60 days in arrears risk having their water supply disconnected if they fail to enter into repayment agreements.

“Customers who have outstanding balances beyond 60 days and have

not entered into a repayment arrangement will face service disconnection,” NamWater Head of Public Relations and Corporate Communications Lot Ndamanomhata said.

Customers seeking repayment arrangements are required to make an upfront payment of at least 30% of the outstanding balance, with the remainder payable over a period of up to 12 months, subject to approval.

NamWater says the measures are necessary to safeguard the sustainability of water supply services while improving accountability and revenue collection across the sector.



Standard Bank

Request For Proposals

RFP/SBN/001/05/2026 - Professional Programme Management Services

1. Information

Standard Bank Namibia invites experienced, qualified independent contractors and consulting firms to submit proposals for the provision of Project Head services for Retail Banking Transformation on a fixed-term outsourced basis.

2. Description of Role

The role will focus on leading the delivery of a Board-approved retail transformation programme, including coordinating cross-functional initiatives, ensuring effective execution, and monitoring performance and benefits realisation.

3. Key Responsibilities

- Drive disciplined execution of retail banking transformation initiatives.
- Monitor and report on transformation benefits and outcomes.
- Provide executive-level reporting, analysis, and strategic insights.
- Coordinate programme delivery across multiple business functions.

4. Experience Required

- Minimum of 10 years' experience in banking or financial services.
- Proven experience in delivering retail banking and/or payments-led transformation programmes.
- Experience engaging and operating at an Executive Committee and Board level.
- Strong understanding of regulatory requirements and governance practices.

Contract Nature: This is a fixed-term independent contractor engagement and does not constitute employment with Standard Bank Namibia.

Application Process: Interested suppliers and consultants may request the detailed RFP document and required submission forms by emailing:

✉ | SupplierSourcing@standardbank.com.na

• Closing Date: Friday, 05 June 2026 at 16:00

Note: Only shortlisted applicants will be contacted within two weeks after the closing date.

This Request for Proposal (RFP) does not constitute a commitment by Standard Bank Namibia to award any contract or engage any responding party.

Namibian banks ready for instant payments rollout

Namibia's banking sector says it is ready for the rollout of the country's long-awaited instant payments system, with several financial institutions having already completed testing ahead of implementation.

Outgoing Bankers Association of Namibia (BAN) Chairperson and Letshego Namibia Chief Executive Officer, Ester Kali said significant progress has been made on the project through close collaboration between banks and regulators over the past year.

According to Kali, a number of financial institutions have successfully participated in testing, with NamPost, Bank Windhoek and Letshego among the first entities to demonstrate readiness for the new platform.

"We have already started, and very soon we will launch the first phase. The banks are ready, we have already tested, and I am aware of three or four banks that have come on board. NamPost was ready, Bank Windhoek was ready, and Letshego was also among the first to be ready. We are now looking forward to the next phase of testing and the implementation phase next week, if I am not mistaken," she said.

The instant payments project forms part of broader efforts to modernise Namibia's financial infrastructure, improve transaction efficiency and expand access to financial services.

Earlier this year, Bank of Namibia Governor Ebson Uanguta said the central bank intends to launch the system before June 2026, noting that development of the platform is already at an advanced stage.

Uanguta said the system is expected to go live with at least three initial use cases designed to broaden financial inclusion, particularly among underserved communities.



The Ministry of Finance has also endorsed the initiative, describing it as a key component of ongoing reforms aimed at modernising the country's financial system and reducing transaction costs.

Under the new system, payments will be processed and settled instantly, regardless of the time of day, day of the week or financial institution involved.

Unlike traditional electronic transfers, which can take several hours or even days to clear, instant payments will be completed within seconds, including on weekends and

public holidays.

The platform will allow users to send and receive money using a mobile phone, enabling real-time peer-to-peer transfers, business payments and government disbursements.

The launch is expected to mark one of the most significant upgrades to Namibia's payments infrastructure in recent years, bringing the country closer to global trends in digital and real-time banking.

OLD MUTUAL
INVESTMENT GROUP
NAMIBIA IS PLEASED TO
ANNOUNCE THE
APPOINTMENT OF:



Fabio Do Rego

*as Business Development Manager:
Institutional.*

Fabio joins one of Namibia's leading institutional investment managers, with more than NAD61 billion in assets under management across a diversified range of capabilities spanning USD Money Market Funds, Unit Trusts, Segregated Mandates, Fixed Income, Equities, Liquidity Solutions and Alternative Investments.

In his new role, Fabio will be responsible for Institutional client coverage across pension funds, corporates, consultants, trustees and strategic institutional stakeholders. His mandate will include the delivery of treasury and liquidity solutions, pooled investment offerings and bespoke segregated mandate portfolios across fixed income and equity strategies.

He brings extensive experience within the Old Mutual Group, having held various leadership and distribution roles across the corporate and broker distribution environment. Most recently, Fabio served as National Sales Manager within the Corporate Segment, where he played a key role in driving strategic growth initiatives, strengthening intermediary relationships and supporting business development across the national platform.

Fabio holds a Postgraduate Diploma in Management Practice from the University of Cape Town, executive management qualifications from Stellenbosch Business School, and recently completed Bloomberg ESG Certification. His experience spans institutional relationship management, portfolio analysis, investment benchmarking, sales leadership and strategic stakeholder engagement.

His appointment further strengthens Old Mutual Investment Group Namibia's institutional capability as the business continues to deepen its position as a trusted investment partner to pension funds, corporates and institutional investors across Namibia.

Old Mutual Investment Group Namibia provides institutional investors with access to a broad suite of local and international investment solutions designed around liquidity management, capital preservation, long term growth and portfolio diversification across both public and private market strategies.



Govt suspends 15,825 old age grant beneficiaries over verification failures

Government has temporarily suspended 15,825 old age grant beneficiaries after their details could not be verified against the National Population Register, raising concerns about the integrity of Namibia's social grant system.

The affected beneficiaries account for approximately 7.6% of the 209,226 people receiving old age grants across the country.

The Ministry of Gender Equality and Child Welfare and the Ministry of Finance said the suspensions form part of an ongoing verification exercise aimed at maintaining the accuracy of the national social grants database.

According to the ministries, the beneficiaries were suspended after their names could not be found in the National Population Register during routine verification checks.

Government said the verification process is a standard requirement within social protection systems and is intended to confirm that beneficiaries remain eligible to receive grant payments.

Affected pensioners have been urged to report to their nearest Ministry of Gender

Equality and Child Welfare regional or constituency office as soon as possible to verify their details and have their benefits reinstated.

Beneficiaries will be required to present supporting documents, including national identity documents and birth certificates, before their grants can be restored.

The ministries said beneficiaries who successfully complete the verification process will have their grants reinstated in the next payment cycle and will receive back payments covering the period during which their grants were suspended.

Government stressed that the exercise is not intended to deprive legitimate beneficiaries of social protection, but rather to safeguard public funds and ensure that grants reach their intended recipients.

"The verification exercise is a necessary step to protect the integrity of the social grants system, ensure that public funds reach their intended recipients, and give effect to the constitutional obligation of transparent and accountable governance," the ministries said.

Bridging the gap: What academia and industry need to build together

By Nikanor Absalom

There is a graduate sitting in a lecture hall right now. Sharp. Driven. Absorbing everything their lecturer is throwing at them. They will walk out of that institution in a year or two with a qualification that took years to design, approved by committees that met months apart, built on research that was published before half their classmates owned a smartphone. And the world they are about to enter changed last Tuesday.

This is not an attack on academia. Universities and colleges are not broken, they are just playing a different game to the one industry is playing. The problem is that nobody told the students they were caught in the middle.

Two institutions, two completely different goals

We talk about the skills gap like it is a scheduling problem, like academia just needs to move a little faster and industry needs to be a little more patient and everything will sort itself out. That is a comfortable story and it is also wrong.

Academia is built to produce thinkers. It optimises for depth, rigour, and the kind of slow-burning intellectual development that turns a confused 18-year-old into



The HR graduate entering this space today needs to understand people, law, psychology, ethics, culture and communication.

someone who can interrogate a problem from multiple angles. Industry is built to produce output.

It optimises for execution, adaptability, and the kind of applied instinct that gets things done before the window closes. Both are right. Both are incomplete. And the graduate in the middle is handed a degree written in one language and dropped into a world that speaks another. A 2022 report by the International Labour Organisation found that 40 percent of employers globally cite the mismatch between graduate skills and workplace requirements as a significant barrier to filling roles. That is not a small gap. That is a structural problem that has been building for decades

#GetMoneyFit

Open a Nedbank Gold Bundle Account today and you could win a dream trip worth N\$50 000 and monthly prizes.

see money differently

Terms and conditions apply. Nedbank Namibia Ltd Reg No 73/04561. Licensed financial institution and credit provider.

Apply now

+264 81 959 2222

nedbank.com.na



and is now colliding with a moment of rapid technological change.

HR is where this is most visible right now

Pick any function in a modern organisation and you will find this tension, but nowhere is it more visible right now than in human resources. HR is going through one of the most significant transformations any business function has experienced in a generation. Recruitment is being automated. Workforce data is becoming a strategic asset. AI tools are screening CVs that a human recruiter would have spent six to eight hours reviewing manually. Leave management, performance tracking, employee engagement, all of it is being rebuilt on digital infrastructure.

The HR graduate entering this space today needs to understand people, law, psychology, ethics, culture and communication. Academia handles that reasonably well.

But they also need to know how to read a workforce dashboard, how to interrogate a recruitment algorithm for bias, how to evaluate an HR information system against an organisation's actual needs, and how to think about data privacy not as a compliance checkbox but as a matter of employee trust. Most institutions are not teaching that. Not at scale and not in time.

UNAM's School of Business and Economics has produced competent HR graduates for years. But the curriculum that shapes those graduates moves at the pace of academic review cycles, not at the pace of a labour market where tools like applicant tracking systems and AI-driven candidate scoring are already operational inside Namibian companies.

The graduates are not underprepared in theory. They are underprepared for the specific tools, data environments, and

digital workflows that are waiting for them on day one.

What actual collaboration looks like

This is where the conversation usually goes soft. Everyone agrees that partnerships are needed, that dialogue must happen, that both sides must work together. Everyone nods. Nothing changes. So let us be specific about what useful collaboration actually requires.

Industry needs to stop treating graduate talent like a raw material that gets processed on arrival.

The attitude that real training begins once someone joins the company is expensive and increasingly unsustainable when technology is compressing the time between hiring and needing someone to be genuinely useful.

If companies want graduates who can contribute quickly, they need to be involved while the curriculum is being written, not as donors or guest speakers once a semester, but as co-designers of what practical competence looks like. Academia needs to stop treating industry input like a threat to intellectual standards.

Teaching an HR student how a modern applicant tracking system functions, what an AI scoring model actually does when it evaluates a CV, or how workforce analytics feeds into a hiring decision is not a reduction in academic quality. It is an update.

The theoretical foundations matter enormously, and so does the ability to apply them inside the systems that organisations are actually using.

In South Africa, the University of Cape Town's Graduate School of Business has built formal industry integration into several of its programmes, including structured partnerships with companies that co-develop case studies, provide

live project briefs, and sit on curriculum advisory panels that meet regularly rather than annually. The outcome is not a diluted academic product. It is a graduate who understands both the framework and the floor.

Namibia has the same opportunity and arguably a more urgent reason to take it, because the country is at an inflection point.

Organisations here are moving from manual HR processes to digital infrastructure, and the professionals who will lead that transition are currently sitting in classrooms. Whether they come out ready for it or not depends on decisions that are being made, or not made, right now.

The student nobody talks about

The students who figure out the gap early, the ones who chase internships, who teach themselves the platforms, who find mentors before they graduate, they tend to land on their feet.

This conversation is not really about them.

It is about the student who does everything right.

Studies hard, achieves solid results, graduates with a genuine qualification, and then walks into the job market and discovers that the qualification opened the door but nothing inside prepared them for the room. That student is not a failure of individual effort. That student is a failure of a system that was not designed to talk to

itself.

And in Namibia, where the professional talent pool is still developing and where organisations are genuinely hungry for capable HR practitioners who can work with modern tools, that failure has real consequences, not just for the graduate, but for every organization on the other side of that hiring decision.

Where the responsibility sits

Industry and academia do not just need to share information. They need to share accountability for the outcome. When a graduate arrives underprepared, companies shrug and say that is what onboarding is for.

When industry says graduates are not ready, institutions shrug and say they produce thinkers, not technicians. And the graduate absorbs the cost of a conversation two institutions never had.

The gap does not close with goodwill. It closes when both sides accept that a capable, adaptable, technically literate professional is a shared product that requires shared investment and shared honesty about what is working and what is not.

The system was designed when the pace of change was slow enough for a four-year degree to stay relevant across a full career.

That world no longer exists.

Building something better requires both sides to stop defending their corner and start building something that actually serves the person in the middle.

Bank Windhoek

Coffee Extravaganza

Bringing you the best beans, brews and baristas.

Date: Saturday, 6 June 2026

Time: 10h00

Venue: Windhoek Country Club Resort

Entry Fee: N\$200 per person, (Tickets available on Webtickets)

Early Bird Special N\$150 (first 500 tickets)

Come, journey with us.



SCAN HERE
to get your tickets





Telecom Namibia appoints new board

Telecom Namibia has appointed a new Board of Directors with effect from 3 June 2026, as the state-owned telecommunications company advances

its transformation agenda focused on operational performance, infrastructure modernisation and improved customer service.

Finance

Business

THE BR/EF

TO FOLLOW OUR WHATSAPP CHANNEL

for Daily Namibian News

SCAN HERE

Early PDF version available by email

@TheBriefNamibia

@TheBriefNamibia

@TheBriefNamibia

@TheBriefNamibia

The new board is chaired by Fimanekeni Petrus, with Melanie Tjijenda serving as deputy chairperson. Other board members are Henock Immanuel, Maria Haiping, Marvin Awarab and Hasting Tjipueja.

Telecom Namibia said the newly constituted board takes office at a critical stage in the company's institutional restructuring and strategic repositioning efforts.

Petrus said the board was committed to strengthening governance and ensuring continuity in the company's strategic direction.

"We are honoured to take on this responsibility at such a critical juncture in Telecom Namibia's evolution. The company and its previous Board of Directors have laid a solid foundation for transformation, and as a board, we are committed to strengthening governance, driving strategic execution and ensuring that Telecom Namibia delivers sustainable value to its customers, shareholders and the Namibian nation," he said.

Outgoing Chief Executive Officer Stanley Shanapinda welcomed the new board, describing its appointment as timely given the company's ongoing transformation programme.

"I would like to extend a warm welcome to the newly

appointed board. Their leadership comes at a critical time in Telecom Namibia's transformation journey, and I am confident they will provide the strategic direction and oversight required to take the company forward," Shanapinda said.

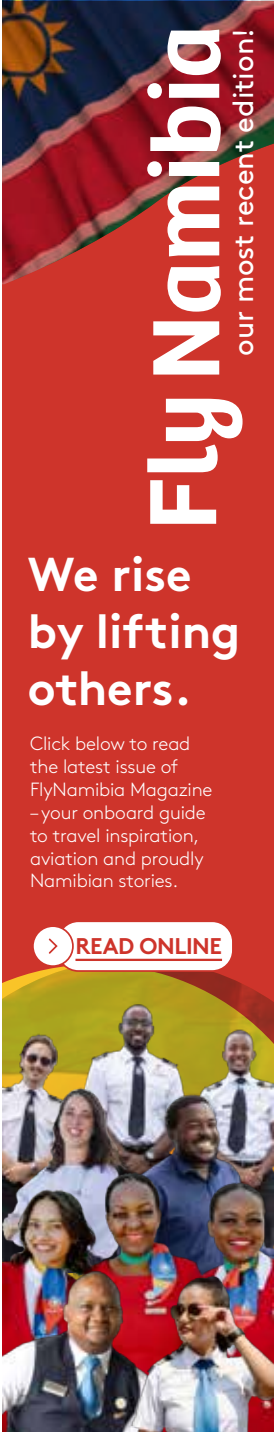
He added that he would work closely with the board, shareholder representatives and executive management to ensure a smooth leadership transition.

Telecom Namibia said further announcements regarding the appointment of a new Chief Executive Officer are expected, with the incoming executive set to assume office on 1 July 2026.

The board appointments come as Shanapinda prepares to leave Telecom Namibia following his appointment as Executive Secretary of the Communications Regulators' Association of Southern Africa.

CRASA announced that Shanapinda will take up the regional role on 1 July 2026 after being appointed by the association's Special General Meeting on 27 May following a competitive recruitment process.

His appointment brings to an end his tenure as Telecom Namibia Chief Executive, a position he has held since January 2021.



Fly Namibia
our most recent edition!

We rise by lifting others.

Click below to read the latest issue of FlyNamibia Magazine – your onboard guide to travel inspiration, aviation and proudly Namibian stories.

[> READ ONLINE](#)



Namibia's foreign reserves rise to N\$58.8 billion



Namibia's official foreign reserves increased to N\$58.8 billion at the end of April 2026, strengthening the country's external position and providing additional support for the Namibia dollar's peg to the South African rand.

The latest figures, highlighted by analysts at Simonis Storm and FNB Namibia, show reserves rose by 13.6% from N\$51.8 billion recorded in March, driven mainly by inflows from the Southern African Customs Union (SACU) and

increased foreign currency placements by customers.

According to Simonis Storm Economist Almandro Jansen, the improvement marks a significant recovery in the country's reserve position.

"The significant recovery in the official reserve position from the March level is a material positive development that eases the concern we raised about the directionality of the external position," Jansen said.

At the end of April, Namibia's reserves were sufficient to cover 3.7 months of imports.

Excluding oil and gas exploration-related imports, reserve cover increased to 4.1 months.

Jansen said reserves were also equivalent to 10.5 times the value of currency in circulation, a level considered adequate to support the one-to-one peg between the Namibia dollar and the South African rand.

The country's broader external position also showed signs of improvement during the month.

Net foreign assets (NFA) of the depository corporation system contracted by 6.6% year-on-year in April, a marked improvement from the 17.6% decline recorded in March.

In absolute terms, net foreign assets increased to N\$83.8 billion from N\$72.7 billion a month earlier.

"While NFA of the broader depository corporation system remains in negative territory on a year-on-year basis,



Coffee Extravaganza

Weekly Ticket Giveaway

Stand a chance to win tickets worth **N\$200, including 2 tokens** to indulge in Namibia's ultimate coffee celebration!

In partnership with
The Brief x Bank Windhoek

THE BR/EF

VISA

the combination of moderating NFA contraction and recovering official reserves suggests that the external balance is stabilising rather than deteriorating further," Jansen said.

FNB Namibia Graduate Analyst

Ndateelela Amukuhu also pointed to the improvement in reserves but warned that the outlook remains uncertain.

"The uptick was primarily driven by SACU inflows, supported by higher Customer Foreign Currency placements," Amukuhu said.

However, she cautioned that external risks remain elevated.

"The outlook on reserves however remains uncertain. Persistent external headwinds and ongoing pressures on the external account suggest that while recent gains are encouraging, the sustainability of this position will continue to be tested," she said.

Meanwhile, liquidity in the banking sector remained strong.

Jansen said the average cash position of commercial banks increased by 7.9% month-on-month to N\$8.4 billion in April from N\$7.8 billion in March, supported by diamond sales proceeds and government spending.

"The elevated cash position continues to provide a favourable funding environment for credit creation, and the absence of any interbank liquidity stress supports the transmission of the repo rate through the lending channel without disruption," he said.

How to Enter & Win

- 1. Post a video of yourself**
Share:
 - Your name
 - Where you're from
 - Why you enjoy reading The Brief
 - Where you follow The Brief
- 2. Request a collaboration**
Tag The Brief on Instagram or Facebook
- 3. Get engagement**
The videos with the most likes win!

THE BR/EF

VISA

Net foreign assets (NFA) of the depository corporation system contracted by 6.6% year-on-year in April, a marked improvement from the 17.6% decline recorded in March.

The strengthening reserve position comes as economists increasingly expect the Bank of Namibia to leave the repo rate unchanged at 6.50% for the remainder of the year.

Jansen said rising inflation and South Africa's recent 25-basis-point interest rate increase have effectively ruled out further monetary easing.

"The inflation acceleration vindicates our decision to withdraw any expectation of further cuts; our base case is a repo rate hold at 6.50% through 2026, with the risk balance shifting toward tightening should inflation breach 5.0%," he said.

Following South Africa's latest rate hike, the interest rate gap between Namibia and South Africa has widened to 50 basis points.

Jansen warned that further rate increases in South Africa, coupled with persistent inflationary pressures, could eventually force the Bank of Namibia to tighten monetary policy.

It's a Weekly Giveaway!

New winners are announced every week.
Stay active and keep posting.

Competition runs until 4 June.
Create. Post. Collaborate. Win.

Follow The Brief on: Instagram | Facebook

Ts & Cs apply

THE
BR/EF

VISA



Launch your brand into orbit with premium corporate wear

Corporate Lounge Shirts
Branded Golf Shirts
Formal & Casual Trousers
Workwear & Overalls
Corporate Dresses & Skirts
Branded Winter Jackets
Body Warmers & Fleece
Safety Boots & PPE Wear
Caps, Beanies & Accessories
Custom Embroidery & Branding



Contact us today
to place your order

✉ orbitalmedianam@gmail.com

☎ +264 81 434 3154

Namibia has capable people but too many organisations still operate with incapable systems

By Even Hashikutuva

There is a quiet agreement inside most organisations that nobody likes to name out loud. You gave HR a budget, and what came back was a colour-coded Excel file rather than a strategy or a system worth defending.

The worst part is not the spreadsheet itself but the silence around it, the shared understanding that this is how things are done and that questioning it would force everyone to admit it was never good enough in the first place.

So the file gets updated, the tabs multiply, and the conversation about whether any of it is actually working never quite manages to begin.

The rest of the world has moved on, not slightly ahead, significantly ahead. Organisations in markets that are actually competing for talent are using predictive analytics to identify which employees are likely to resign before those employees have made the decision themselves.

They are using AI-driven tools to screen candidates in a fraction of the time, with less bias and better outcomes. They are automating performance tracking, workforce planning, and succession mapping.

Meanwhile, the average HR department in Windhoek is still reconciling leave balances on a spreadsheet and wondering why it takes three weeks to fill a vacancy.

I recently spoke to an HR manager



Digital talent platforms, AI-driven recruitment tools, and mobile-first workforce management systems are already being deployed across the continent.

who had spent three weeks trying to fill a single finance role. By the time she got to a shortlist, two of her strongest candidates had already accepted offers elsewhere.

Her tool of choice for the entire process was a shared spreadsheet that lived in her email inbox. She is not unusual. She is the norm. And the cost of that normality, repeated across hundreds of organisations in this country, is genuinely staggering once you start to add it up.

The numbers make the case difficult to ignore. Southern Africa leads the continent in digital HR adoption at 58 percent, followed by East Africa at 52 percent and West Africa at 45 percent. That sounds encouraging until you ask what that adoption actually looks like on the ground.

In most cases, it means payroll software and a digital leave system. The more meaningful shift toward predictive

analytics, AI-driven recruitment, and real-time workforce planning is happening in a much smaller subset of those organisations, and Namibia is largely not among them. Across African banking institutions alone, automation has reduced HR administrative tasks by 45 to 50 percent, and organisations using digital tools report a 20 to 25 percent improvement in employee engagement.

These are not numbers that argue for adoption. They are numbers that make resistance to it indefensible.

This is not a criticism without sympathy. Namibia is a small market and budgets are real constraints. But budget is not the primary obstacle here, and we need to stop pretending that it is. The tools are accessible.

Platforms like APS and Elite Hire are already operating in this market, giving Namibian organisations options that did not exist a few years ago. The obstacle is not availability but a quiet, collective refusal to interrogate the way things have always been done.

Payroll Software Is Not a Technology Strategy

When HR leaders in Namibia talk about technology adoption, the conversation almost always begins and ends with payroll. Automated payroll is better than manual payroll, and nobody is arguing otherwise.

But payroll software is a transactional tool that processes what already exists. It does not help an organisation understand its workforce, predict its talent gaps, or make better hiring decisions. Calling payroll software a technology strategy is like calling a calculator a data science capability. The category is simply wrong.

A genuine technology strategy for HR starts with an honest question: what decisions are currently being made on instinct or habit that could be made better with data? For most Namibian organisations, the answer would be uncomfortable. Hiring decisions are still largely made on gut feel rather than structured assessment.

Retention strategies tend to amount to little more than an annual salary review. Performance management in many organisations has become a paperwork exercise that nobody in the building genuinely believes in. Every one of those areas has been disrupted by technology in markets that chose to engage with it.

Globally, 30 percent of businesses have integrated AI into their recruitment processes, and 35 to 40 percent of organisations now rely on data-driven insights to make better workforce decisions. Namibia has largely chosen not to participate in any of this.

What gets lost in the inertia is the quiet, compounding cost of doing nothing. Every week a vacancy stays open is a week of lost productivity. Every wrong hire costs anywhere from three to nine months of that role's salary by the time the organisation is forced to start over.

Every high-performer who resigns without warning takes with them institutional knowledge that no one bothered to capture. None of this shows up on a balance sheet as a single line item, which is part of why it goes unaddressed.

But it shows up everywhere else, in slower growth, in disengaged teams, and in leaders who cannot understand why their organization keeps moving sideways while the market moves forward.

The Human Argument Is Being Used Wrong

There is a counter-argument that surfaces reliably in these conversations. HR is about people, it goes. You cannot reduce human beings to data points. Technology depersonalises what should be a human function.

This argument is not wrong in principle. It is wrong in application. The question was never whether to replace human judgement with algorithms. The question is whether to support human judgement with better information.

A hiring manager with access to structured assessment data and a clear picture of team dynamics is not less human in their decision-making. They are simply better equipped. The romanticisation of intuition in HR has cost Namibian organisations real money in bad hires, in high turnover, and in talent that left because nobody saw it coming.

The most people-centred thing an HR department can do is understand its people well enough to keep them.

There is also a deeper irony in the argument itself. Many of the same organisations that resist HR technology on the grounds of preserving the human touch have HR departments so overwhelmed with administrative work that there is no time left for any human touch at all.

Spreadsheets do not depersonalise HR. They consume it. Every hour spent maintaining a workbook is an hour not spent in a one-on-one conversation, not spent designing a development plan, not spent understanding why someone is quietly looking for the door. The technology, used well, is what gives HR the room to be human again.

McKinsey estimates that generative AI alone could add between 61 and 103 billion dollars of economic value to Africa, and a significant portion of that opportunity sits inside HR.

Digital talent platforms, AI-driven recruitment tools, and mobile-first workforce management systems are already being deployed across the continent.

The argument that this technology is not relevant to African markets is no longer just wrong. It is becoming embarrassing to repeat.

What Real Change Looks Like

The shift does not require a complete overhaul overnight. It requires a deliberate decision to stop treating HR as a compliance and administration function and start treating it as a business function with genuine strategic weight.

That means giving HR leaders a seat at the table where resourcing and growth decisions are made, and allocating budget not just for payroll and recruitment advertising but for tools that generate real insight.

It also means HR professionals taking responsibility for building the capability to use those tools rather than waiting for someone else to hand them a solution. It also means having honest conversations about what is not working. Turnover is high.

Hiring is slow. Institutional knowledge walks out the door and no one tracked it closely enough to know what was lost. None of this is a people problem. It is a systems problem, and systems can be changed.

Africa is projected to grow at 4.4 percent through 2026 and 2027, with the world's fastest labour force expansion currently underway. Namibia

Africa is projected to grow at 4.4 percent through 2026 and 2027, with the world's fastest labour force expansion currently underway.

sits inside that growth story whether or not its organisations are ready for it.

The ones that will benefit are the ones building the HR infrastructure now to manage, develop, and retain talent at scale. The ones still on Excel will be too busy fixing preventable problems to notice the opportunity passing.

Conversations of this kind cannot keep happening only on LinkedIn or in articles like this one. They need to happen in rooms where HR leaders, technology providers, and business owners are looking at the same problem in the same space.

HR Connect on the 4th of June at The Village Opera House is one of the few platforms in Namibia where that is genuinely happening. It is also one of the few places where the conversation is allowed to move beyond the symptoms and toward the systems underneath them.

The technology already exists. The

case for change is not complicated. The organisations that move first will not just have better HR.

They will have a real competitive advantage in a country where almost nobody else is competing on this dimension yet. That advantage is available to anyone willing to make the call. The only question is who in this market will make it first.

****Even Hashikutuva is a Namibian entrepreneur and business engineer working at the intersection of systems, mining, and talent. As Co-Founder and CEO of Refrane, he leads the development of automation platforms, including RecruitFlow OS and the upcoming GeoSynth, focused on unlocking capacity and improving operational efficiency for Namibian businesses.***



Bank of Namibia urges financial sector to prepare for oil and gas boom

The Bank of Namibia (BoN) has called on the country's financial sector to position itself to capture opportunities arising from the emerging oil and gas industry, warning that Namibia must ensure local businesses and institutions play a meaningful role in the sector's development.

BoN Governor's Technical Advisor Romeo Nel said the country's anticipated oil and gas boom could transform the economy, but cautioned that success would depend on how effectively Namibia builds local capacity and participation across the value chain.

“Namibia stands on the edge of significant transformation with the

emergence of a new economy driven by the oil and gas sector, which is expected to bring economic prosperity to all Namibians. This is a tall order that rests not only on the shoulders of national institutions but also on market players. We must work together to navigate the opportunities before us and ensure that ordinary Namibians, as well as local institutions, are not merely spectators in this emerging economy,” he said.

Nel said the financial sector has a critical role to play in supporting investment, financing local enterprises and helping to build domestic industrial capacity linked to the energy industry.

Drawing on lessons from other

resource-rich countries, he noted that the largest economic gains from oil and gas often come after production begins, through downstream industries and supporting services rather than from extraction alone.

According to Nel, only about 25% of energy sector revenues are typically generated from upstream activities, while roughly 70% originate from downstream industries and value-added activities.

“This suggests that our focus should extend beyond fiscal measures to include local participation, local content development, value addition, beneficiation, and capacity building to ensure that the benefits of the industry are felt throughout the economy,” Nel said.

His remarks come as Namibia moves closer to becoming an oil-producing

nation following a series of major offshore discoveries that have attracted billions of dollars in investment from international energy companies.

The central bank believes that without deliberate efforts to strengthen local participation, much of the value generated by the sector could flow outside the country.

Nel said collaboration between government, financial institutions and private sector players will be essential to ensure Namibians benefit from the opportunities expected to emerge across the broader oil and gas value chain.

The comments also highlight growing calls for stronger local content policies as Namibia prepares for large-scale energy developments that are expected to reshape the country’s economic landscape over the coming decade.

17 ARTISTS, 8 CHOIRS, 1 NIGHT. AN UNFORGETTABLE EXPERIENCE.

THE RESTORATION Concert 4.0

SATURDAY 31 OCTOBER 2026

DR. HAGE GEINGOB STADIUM WINDHOEK, NAMIBIA

Never Walk Alone

| | | | |
|--|--|--|--|
|  MOSES TEK GILLO |  NILS MICHAEL NUMBERE |  DEBA |  LINDA |
|  BENJAMIN DUCE |  EPHRAIM KOOZE |  AIDE |  WINSTEN SHANI BOSTER |
|  SIR OLERENCE |  JANEL SIM |  ERIC MAFUA |  ESAME |
|  HUTH |  LENTINA GIRACE |  WENDEPHI AMBE |  MABSTER RACHE |

| | | | | | |
|---|---|--|--|--|--|
|  GRACE NOTES CHOIR |  JOAN CHOIR |  ABORATION CHOIR |  MABSTER STREET CREW |  VOCAL DYNAMIX |  JAZZ WORSHIP TEAM |
|---|---|--|--|--|--|

TICKET PRICES: VIP FAMILY (5 PERSONS) NS\$50,000 | VIP SINGLE NS\$2,000 | GOLDEN ENTRY NS\$300

TICKETS AVAILABLE AT [www.Hickets.com](#)

FOR MORE INFORMATION: NEVERWALKALONE359@GMAIL.COM OR +264813490234



Tented lodges and hotels drive 35% surge in Namibia's room occupancy

According to the Namibia Statistics Agency (NSA), the national room occupancy rate rose to 43.9% in March from 32.4% in February.

The agency said the Room Occupancy Rate Index rebounded during the month after declining by 3.9% in February, although occupancy levels remained marginally lower than the 44.3% recorded in March 2025.

A total of 54,498 rooms were available nationwide during March, of which 23,903 were occupied.

“The monthly increase was driven by higher occupancy levels across hospitality establishments in all regions during the review period,” the NSA said.

The central region recorded the strongest monthly growth in occupancy, with room occupancy rising by 94.6%, followed by the coastal and northern regions, which both registered increases of 32.9%. The southern region recorded a 30.4% increase.

Hotels and tented lodges delivered the strongest performance among accommodation categories.

Occupancy at tented lodges surged to 65.5% from 36.8% in February, while hotel occupancy increased to 52.0% from 39.7%.

“Guest farms recorded occupancy of 41.7%,

up from 34.9% in the previous month, while tented camps increased to 48.6% from 41.7%. Rest camps also improved to 27.7% from 21.1%,” the NSA said.

The agency also reported a recovery in bed occupancy levels.

The Bed Occupancy Rate Index increased by 28.5% month-on-month in March, reversing the 8.3% decline recorded in February. However, bed occupancy remained 6.5% lower than the level recorded in March 2025.

“At the regional level, the central area registered the highest month-on-month increase in bed occupancy of 58.7% in March 2026, followed by a 37.5% rise in the coastal region. The southern and northern regions also recorded increases of 33.0% and 20.6%, respectively, during the same period,” the NSA said.

Nationally, 42,751 beds were occupied out of 126,015 available beds during March, compared to 36,390 beds occupied out of 137,840 available beds in February.

The latest figures point to a broad-based recovery across Namibia's hospitality sector, with accommodation establishments in all regions benefiting from increased travel demand during the month.



2000 NAMIBIANS N\$2000 EACH. A FUTURE RESTORED



BEFORE
Barefoot.
Vulnerable.



AFTER
Protected.
Confident.



The **AMA2000** Campaign calls on 2000 Namibians to contribute **N\$2000** each.



Your support will restore dignity of over **100,000** barefoot children across **4 regions** by giving them their first pair of shoes.

Help us raise N\$4 MILLION in 2 months.



HOW TO PARTICIPATE



STEP 1

Make an Eft of N\$2000 to the PNWA bank account with reference your mobile number.



STEP 2

You will be automatically entered into an exciting draw.

WIN EXCITING PRIZES!



GRAND PRIZE
N\$50,000

Five (5) smartphones (5 Winners)



PLUS

Holiday Voucher worth N\$20,000 at any NWR lodge



Ten (10) shopping vouchers worth N\$5000 each



BANK DETAILS:

BANK NAME: STANDARD BANK NAMIBIA
ACCOUNT NAME: WALK ALONE COMMUNITY PROJECT
ACCOUNT NUMBER: 60005628953
BRANCH CODE: 086872

CAMPAIGN STARTS

1st JUNE AND ENDS 2ND AUGUST 2026

TERMS AND CONDITIONS APPLY

FOR ENQUIRIES CONTACT +264 81 349 6234 OR NEVERWALKALONE359@GMAIL.COM



Ndonga Linena targets 4,754-tonne maize harvest

The Ndonga Linena Green Scheme in the Kavango East Region is targeting a maize harvest of 4,754 tonnes from 574 hectares under cultivation, making it the largest contributor to Namibia's green scheme programme for the 2025/26 summer cropping season.

Speaking during President Netumbo Nandi-Ndaitwah's visit to the scheme, Farm Manager Janno Rentel said the projected harvest represents a significant increase from the previous season.

However, he warned that securing reliable markets remains critical to the project's long-term sustainability. "We need more reliable markets for the maize produced here," Rentel said, noting that high transportation costs continue to affect profitability.

Preparations for the winter cropping season are already underway, with 196 hectares planted under wheat and a further 22 hectares under oats.

"The winter programme is financed through revenue generated by the farm itself, reflecting improved financial sustainability," he said.

President Nandi-Ndaitwah commended

the scheme's management and the small-scale farmers operating within the project, saying agriculture remains central to Namibia's food security and employment creation objectives.

"The upcoming harvest is promising, and I urge you to stay focused on strengthening Namibia's food security," she said.

The President also called on the Ministry of Agriculture, Fisheries, Water and Land Reform to continue supporting green schemes to enable them to reach their full productive potential.

The visit forms part of Nandi-Ndaitwah's ongoing nationwide assessment of agricultural projects aimed at boosting food production and reducing Namibia's reliance on imported food.

Over the past week, she has visited several agricultural projects, including the Etunda Green Scheme in the Omusati Region, the Ekoka Brownfield Green Scheme in the Ohangwena Region, the Sikondo Green Scheme in the Kavango West Region, and the Uvhungu-Vhungu, Shadikongoro and Ndonga Linena Green Schemes in the Kavango East Region.

Business

2026
HANDBOOK



BOARDS AND EXCOS



THE
BRIEF
News Worth Knowing